

Message Text

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SUBJECT: ADMINISTRATIVE AWARD

REF: TOKYO 8569, STATE 152386

FROM BOEKER

FOR OECD PARIS: FOLLOWING CONSTITUTES SENSITIVE PERSONNEL
MATTER AND SHOULD NOT REPT NOT BE DISSEMINATED AT POST.
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MORNING OF THURSDAY, JULY 3 BEFORE HIS SCHEDULED DEPARTURE
FOR WASHINGTON.

1. AS REQUESTED, HERE IS REWRITE FOR YOUR REVIEW ON
RETURN FLIGHT: NOMINATION OF MISS FRANCES WILSON FOR THE
LUTHER I. REPLOGLE AWARD. THE SERVICE OF MISS FRANCES
WILSON AS EXECUTIVE DIRECTOR OF THE BUREAU OF ECONOMIC
AND BUSINESS AFFAIRS OVER THE PAST YEARS SHOWS HOW CON-
SISTENTLY PURPOSEFUL MANAGEMENT CAN BE USED TO ACHIEVE
MAJOR FOREIGN AFFAIRS OBJECTIVES. MORE THAN ANY OTHER
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PERSON, MISS WILSON DESERVES CREDIT FOR CREATING THE
BASIS ON WHICH THE DEPARTMENT OF STATE HAS BEEN ABLE TO
PLAY A MAJOR, SUSTAINED ROLE IN INTERNATIONAL ECONOMIC
POLICY FORMATION AND EXECUTION.

2. MISS WILSON'S INTELLIGENT AND HIGHLY CREATIVE APPLICATION OF SOUND MANAGEMENT PRINCIPLES HAS MADE IT POSSIBLE FOR THIS BUREAU TO VIRTUALLY DOUBLE ITS OUTPUT IN THE PAST TWELVE MONTHS. SHE HAS ACCOMPLISHED THIS REMARKABLE RESULT BY: PROMPT AND EXTENSIVE REPROGRAMMING OF PERSONNEL AND FINANCIAL RESOURCES TO ENABLE THE DEPARTMENT TO DOMINATE THE NEWLY-EMERGENT "CRISIS" PROBLEMS OF FOOD, ENERGY, RAW MATERIALS AND MULTINATIONAL CORPORATIONS, INSURING THAT ALL POSSIBLE SLACK IS TAKEN UP IN PERSONNEL USE, WHILE SAFEGUARDING IMPORTANT ONGOING RESPONSIBILITIES OF THE DEPARTMENT; APPLYING USUAL SENSITIVITY IN MATCHING PERSONNEL OF VARYING CAPABILITIES WITH JOBS THAT DRAW OUT WHAT EACH CAN DO BEST.

3. AS A TOP-NOTCH MANAGERIAL EXPERT MISS WILSON HAS SHOWN GREAT IMAGINATION AND FLEXIBILITY IN HER APPLICATION OF THE PRINCIPLES OF THIS COMPLEX FIELD. TO CARRY OUT THE RAPIDLY EXPANDED BUREAU RESPONSIBILITIES IN THE AREAS OF ENERGY, FOOD, COMMODITIES AND BILATERAL COMMISSIONS, MISS WILSON INITIATED REPROGRAMMING OF NO LESS THAN 27 POSITIONS, AND COMPLETED REORGANIZATION OF TWO OF THE BUREAU'S 14 OFFICES, AS WELL AS CREATED A NEW OFFICE RESPONSIBLE FOR BILATERAL COMMISSION AFFAIRS. THESE REORGANIZATIONS HAVE ALLOWED THE BUREAU TO PLAY A MUCH MORE ACTIVE ROLE IN POLICY FORMATION AND EXECUTION THAN IT EVER HAS BEFORE.

4. IN PROVIDING POSITIONS FOR AREAS OF NEEDED EXPANSION, HER RECOMMENDED CUTS OF OTHER RESPONSIBILITIES HAVE BEEN EXECUTED SO SKILLFULLY THAT THE TOTAL EFFECT HAS BEEN TO OBTAIN A MORE DISCIPLINED AND EFFICIENT PERFORMANCE FROM THE BUREAU AS A WHOLE. IN PARTICULAR, SHE HAS THROUGH CONSOLIDATION OF RESPONSIBILITIES AND SIMPLIFICATION OF BUREAU STRUCTURE GREATLY REDUCED INTERNAL COORDINATION REQUIREMENTS AND SPEEDED THE FLOW OF WORK THROUGH THE BUREAU. THESE CLEAR, SHORT LINES OF RESPONSIBILITY

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HAVE ALSO INCREASED THE MOTIVATION AND CREATIVITY OF LINE OFFICERS.

5. IN THE SPECIFIC AREA OF PERSONNEL SELECTION, RECRUITMENT AND UTILIZATION MISS WILSON HAS PROVEN HERSELF PARTICULARLY OUTSTANDING. OVER A PERIOD OF YEARS SHE HAS DEVELOPED HIGHLY EFFECTIVE TECHNIQUES FOR MATCHING PERSONNEL AND JOBS, BASED ON CAREFUL COLLATION AND EVALUATION OF ALL AVAILABLE INFORMATION ON PERFORMANCE. BY THIS SPECIAL CARE IN GETTING ALL AVAILABLE INFORMATION BEFORE FORMING A JUDGEMENT, AND BY HER OWN SENSITIVE AND CREATIVE EVALUATION OF PEOPLE, SHE HAS BEEN ABLE TO

MAKE RECOMMENDATIONS FOR MATCHING INDIVIDUALS WITH JOBS FAR MORE SUCCESSFULLY THAN IS CUSTOMARY. THE RESULT HAS BEEN BOTH A HIGH RATE OF GOOD PERFORMANCE IN ASSIGNMENTS, AND A SUSTAINED LEVEL OF SUCCESS IN IDENTIFYING AND PROVIDING CHALLENGING WORK BOTH FOR PARTICULARLY ABLE OFFICERS, AND FOR THOSE WITH SPECIAL QUALIFICATIONS NOT ALWAYS READILY APPARENT. MISS WILSON'S SYMPATHETIC APPROACH HELPS NOT ONLY IN PLACING THE ABLEST, BUT ALSO (AND PERHAPS MORE IMPORTANTLY) IN IDENTIFYING THE STRONG SUITS OF OFFICERS WHOSE OVERALL PERFORMANCE MAY BE ONLY AVERAGE, THUS ENABLING THE BUREAU TO GET A BETTER-THAN-AVERAGE "FIT" ON PERSONNEL ASSIGNMENTS ACROSS THE BOARD.

6. WORTHY OF SPECIAL NOTE IS MISS WILSON'S THOROUGH-GOING UNDERSTANDING OF THE DEPARTMENT OF STATE AND THE EXECUTIVE BRANCH, TOGETHER WITH HER OWN IMPRESSIVE TALENTS AS AN EXECUTIVE. AS A DISCIPLINED SENIOR DEPARTMENTAL EXECUTIVE, MISS WILSON HAS CARRIED OUT ALL HER TASKS WITH THE REQUIREMENTS OF THE BUDGETARY PROCESS AND THE DIRECTIVES OF THE ADMINISTRATION, FIRMLY IN HAND. IN THIS YEAR OF RAPIDLY EXPANDING BUREAU RESPONSIBILITIES, SHE HAS DONE AN OUTSTANDING JOB OF FINANCIAL PLANNING AND ACCOMODATION, WITHIN STRINGENT CONSTRAINTS. SHE HAS CONSISTENTLY SHOWN HERSELF WILLING TO EXPEND WHATEVER EFFORT MIGHT BE REQUIRED -- AND AT TIMES THIS HAS BEEN CONSIDERABLE -- TO SEEK OUT ALTERNATIVE WAYS TO STRETCH SCARCE RESOURCES SO AS TO AVOID THE NEED FOR AN INCREASE IN THE BUREAU'S OVERALL ALLOTMENT. IN THOSE FEW CASES LIMITED OFFICIAL USE
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WHERE EXHAUSTIVE INVESTIGATION SHOWED THE IMPOSSIBILITY OF CARRYING OUT ASSIGNED BUREAU RESPONSIBILITIES WITHOUT ADDITIONAL FUNDS, MISS WILSON'S DETERMINATION, TACT AND WELL-GROUNDED SUPPORT WAS A MAJOR FACTOR IN OBTAINING ESSENTIAL BUDGET INCREASES.

7. THE LUTHER I. REPLOGLE AWARD WAS ESTABLISHED TO ENCOURAGE AND RECOGNIZE MANAGEMENT IMPROVEMENT IN THE FOREIGN AFFAIRS AGENCIES. MISS FRANCES WILSON'S WORK SHOWS HOW SUSTAINED ATTENTION TO MANAGEMENT DETAIL,

COUPLED WITH A DEEP, SYMPATHETIC AND INNOVATIVE UNDERSTANDING OF THE REAL MEANING OF MANAGEMENT, CAN RESULT IN A QUANTUM DIFFERENCE IN SUBSTANTIVE PERFORMANCE. SINCE THE PURPOSE OF GOOD MANAGEMENT IS GOOD SUBSTANTIVE PERFORMANCE, I HOPE YOU WILL RECOGNIZE THE EXTENT TO WHICH THE ACHIEVEMENTS OF THIS BUREAU REFLECT HER ACHIEVEMENTS. WITHOUT HER, THE DEPARTMENT WOULD HAVE BEEN FAR WEAKER AND FAR LESS EFFECTIVE IN THE CRUCIAL FIELD OF INTERNATIONAL ECONOMIC POLICY. I THEREFORE CONSIDER

MISS FRANCES WILSON TO BE UNIQUELY QUALIFIED FOR THE
LUTHER I. REPLOGLE AWARD. THOMAS O. ENDERS, INGERSOLL

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